

Performance Assessment Survey of Kenya's Hospitals

2000

Kenya: APHIA Financing and Sustainability Project
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MINISTRY OF HEALTH

HOSPITAL PERFORMANCE ASSESSMENT SURVEY

PURPOSE:

To undertake an operational assessment of MOH Hospitals to identify the organization's scope of services, its performance, strengths and weaknesses, and the feasibility for achieving a new level of institutional autonomy and sustainability.

PROCESS:

The Assessment Team will perform a *rapid* focused collection and analysis of operational data, individual and small group interviews, and on-site observations.

METHODOLOGY:

- I. Facility Identification, Profile and Scope of Services
- II. Senior Management Interviews
- III. Middle Management/Department Head Interviews and Department Tour
- IV. Ward Rounds – Patient Care Environment
- V. Exit Conference – Summary of Preliminary Findings and Management Feedback for Clarification or Additional Supportive Information
- VI. Assessment Findings and Conclusions
- VII. Recommendations for Improvement

1. FACILITY IDENTIFICATION

Name: _____

Address: _____

Telephone/Fax: _____

Provincial Medical Officer: _____

2. HOSPITAL SENIOR MANAGEMENT

Hospital Director: _____

Deputy Director: _____

Chief, Medical Staff: _____

Hospital Matron: _____

Head, Finance/Accounting: _____

Other: _____

3. HOSPITAL PROFILE

Year Built/Opened: _____

Total No. Beds- as built: _____

Total No. Beds- available, staffed: _____

Bed Complement- by clinical service:

Medical: _____

Surgical: _____

Maternity: _____

Pediatrics: _____

Special Care/ICU: _____

Other: _____

Operating Theatre:

No. Rooms: _____

Recovery-PARR: _____

Outpatient Clinics/Services:

Types of Services:

Other Services – Community, District, Province:

4. HOSPITAL SCOPE OF SERVICES

Blood Bank

Cardiology

C C U

Dentistry

Emergency/Casualty

Endoscopy

E N T

Gynecology

I C U

Laboratory

Mortuary/Morgue

Neurology

Neurosurgery

Newborn Nursery

Obstetrics

Occupational Therapy

Orthopedics

Ophthalmology

Outpatient Clinics

Pathology

Pediatrics

Physiotherapy

Psychiatry

Radiology

Renal Dialysis

Surgery

Ultrasound

Urology

Other: _____

Satellite/Off-Site Units? _____

Training Programs/Affiliations- medical, nursing:

5. INTERVIEWS – HOSPITAL MANAGEMENT

5.1 Administration/Senior Management

- review organization chart
- review institutional plan
- review minutes of management meetings
- are any hospital functions contracted out?
- what is the MIS capability, computerization?
- what kind of management reports do you review/receive?
financial, patient data?
- is there a program in place for QA and QI
- what are the employee issues/concerns
- what are the hospital strengths, weaknesses?
3 greatest strengths? - weaknesses?
- how active is the Board? Minutes? Clarity of
role/responsibility? Concerns/Barriers to effectiveness?

Housekeeping

- How organized?
- Orientation/training of staff?
- Equipment, methods/process/procedures
- Cleaning agents- review/approval?
- Problems/concerns

Security System

- Staff or Subcontracted?
- Visiting hours
- Procedure protecting assets and patients?
- Security Wall/Fence?

Maintenance- Buildings and equipment

- Maint. Rounds by committee?
- Fire safety- smoke detectors, alarms, staff training?
- Interruption of utilities? Standby power, which areas?
- Problems/concerns?
- Condition of buildings
- Waste disposal?
- Accessibility to services? Parking, Roads, Walkways
- Signage?

5.2 Middle Management/Department Head (Interviewed individually in department)

- Review hospital and department organization chart
- Are you involved in planning and decision making?
- How are organizational changes communicated?
- What are the hospital's strengths, weaknesses?

- What are the employee issues/concerns?

- Are there QA and infection control activities?
- Do you receive management information reports? What?

- Other concerns: building, equipment, supplies, drugs?

- CE Activity

5.2.1 Personnel/Human Resources

Total No. Assigned Staff: _____

Consultants: _____

By Medical Specialty:

Ob/G- _____

Medicine- _____

Ped.- _____

Surgery- (specify general, ortho, ent, etc.)

Pathologist-

Radiologist-

Med. Officers: _____

Clinical Officers: _____

Nursing Staff: _____

Other SubOrd Staff: _____

Are there any manpower shortages? If yes, what are they?

Is there an orientation program for new staff? _____

Is there a training program for staff? _____

What are some of the employee's issues or concerns?

5.2.2 Financial Information Systems - Accounting

Income from COST SHARING- 1998: _____

Income from NHIF- 1998: _____

NHIF Outstanding Claims: _____

Recurrent AIEs- 1998: _____

Expenditures- COST SHARING- 1998: _____

Expenditures- RECURRENT- 1998: _____

Expenditure- Drugs & Supplies, % Cost Sharing: _____

Expenditure- Drugs & Supplies, % Recurrent: _____

Number of Cash Collection Points? _____

Daily Inpatient Charge (General Ward)? _____

Budget? _____

Qualifications of department staff?

Problems/Concerns?

5.2.3 Purchasing and Stores- supplies and drugs

- Describe process for user requisition, ordering, receiving, stores and inventory control, and distribution to user departments – functional standardization committee?
- MSCU's performance in meeting hospital needs?
- Review space allocation/utilization for stores

5.2.4 Medical Staff Leadership – Clinical Heads (as a group)

- Is the staff formally organized- bylaws, officers, clinical chiefs?
- Are there doctor manpower shortages or overages? Which specialty?
- What are the main problems/concerns of the staff affecting the quality of medical care?
- What are the hospital's 3 greatest strengths? – weaknesses?
- What are greatest medical strengths? – weaknesses?
- Are there ongoing peer review activities?
- Is there continuing medical education activity?
- Is there medical review of admissions and extended stay for appropriateness?
- Morbidity and Mortality review?
- Drug Usage Review?
- What are the top 4-5 discharge diagnoses?

5.2.5 Pharmacy

- No. of staff, qualifications?
- Medical staff approved drug list/formulary?
- IV solutions, in house or purchased?
- MSCU's performance in meeting drug needs?
- Requisition/Distribution process to users?
- Floor stock? Where?
- Proper storage, expiry dates, labeling procedures?

5.2.6 Clinical Laboratory

- No. of staff, qualifications?
- No./Type diagnostic units?
- Condition of equipment? Problems/concerns
- CE?
- Additional services based on need?
- Patient/Specimen flow?

5.2.7 Medical Records

Utilization of hospital services: 1998

Total Inpatient Admissions: _____

Adult: _____

Pediatric: _____

Maternity: _____

Newborn: _____

Average % Occupancy _____

Average Length of Stay _____

Total Surgical Operations(major/minor theatre) _____

Total Outpatient Visits: _____

MCH/FP Visits: _____

Total Emergency/casualty Visits: _____

5.2.8 Food Service - Kitchen

- Method of feeding patients
- Nutritionists on staff?
- Service Concerns?
- Is there an employee canteen?
- Condition of Kitchen?

5.2.9 Radiology

- No. of staff, qualifications?
- No. diagnostic units?
- Range of services?
- Condition of equipment? Problems/concerns
- CE?
- Additional services based on need?
- Patient flow?

5.3 Nursing Administration

- Org. Chart? Hierarchy-levels of management?
- Concerns affecting quality of nursing care, job satisfaction, equipment, space, supplies, staff, training, interdepartmental relationships?
- CE? - Inservice Ed.
- QA, Infection Control, Safety, CPR?
- Tour of patient care environment, Inpt, OPt, A&E, and include departments of physiotherapy & occupational therapy

5.3.1 WARDS SURVEY- patient care environment, relative location to other services, space allocation/utilization, equipment. Staff concerns, barriers to quality, patient/staff satisfaction?

6. BUILDINGS AND GROUNDS

- General condition of buildings and equipment
- Fire and Safety Committee?
- Hazardous waste disposal? Incinerator?
- Patient flow? Accessibility to services, reception, wayfinding, patient registration, cashier
- Access to A & E / Casualty

7. EXIT CONFERENCE

A summary presentation of preliminary findings and conclusions with management feedback for clarification or additional supportive information.

8. FINDINGS AND CONCLUSIONS

9. RECOMMENDATIONS

Recommendations are made based on the findings and conclusions to improve organizational performance and quality of services, control costs, increase revenues and cash collection, and improve patient and staff satisfaction.

MOH HOSPITAL OPERATIONAL ASSESSMENT

ACTIVITY SCHEDULE

HOSPITAL: _____

DATE/TIME	DEPARTMENT	INDIVIDUAL(S) INTERVIEWED	AGENDA